



CHIEF FINANCIAL OFFICER
JIMMY PATRONIS
STATE OF FLORIDA

October 21, 2021

Ms. Lynsi Snyder, President
In-N-Out Burgers Corporate Office
4199 Campus Drive, 9th Floor
Irvine, CA 92612

Dear Ms. Snyder:

I'm writing you today not only as Florida's Chief Financial Officer, but as a small business owner who grew up in a family-owned restaurant and worked there for more than 30 years. I know how hard it is to turn a profit and make payroll on a good day, let alone when your own government is working to crush your business with absurd mandates. Once I heard the news of your shutdown for refusing to act as "vaccine police," I knew I had to reach out immediately.

First, I want you to know I'm impressed by your courage to oppose this government overreach and I hope your story inspires other business owners across the country to do the same. As Florida's CFO, I've been consistent – I'm pro-vaccine but anti-mandate. In Florida, our Governor has protected the most vulnerable, provided easy access to vital therapeutics, and led our state forward without harsh lockdowns and mandates. In fact, he recently fined our capital county government \$3.5 million for firing employees over vaccine requirements. Now that's what I call leadership!

In Florida, we love our business owners, entrepreneurs, and employees. We're constantly looking for opportunities to bring businesses to our state, to create jobs and improve our communities. The business climate here is perfect, with no personal income tax, low corporate taxes, an educated workforce and a fantastic quality of life. We won't chase you out of the state like California State Assemblywoman Lorena Gonzalez did to Elon Musk when she launched vulgarities at him on Twitter. How did that work out? He immediately moved Tesla headquarters to Texas. I just wish he would've moved a little farther east!

Ms. Snyder
Page Two
October 21, 2021

As a member of the Enterprise Florida Board of Directors, the business development arm of the state, I'd be honored to introduce you to our team and help you find the perfect place to start a new In-N-Out story right here in Florida. My motto is "Florida is for Winners" and I have no doubt that your team can win here in the Sunshine State where we remain free and open for business.

Again, I'm impressed by your courage and your faith. My door is always open, please do not hesitate to contact me to discuss this matter further.

Sincerely,

A handwritten signature in blue ink that reads "Jimmy Patronis". The signature is written in a cursive style with a large, stylized "J" and "P".

Jimmy Patronis
Chief Financial Officer